Performance
Perspectives

OPTIMIZING NAVAL WARFIGHTING PERFORMANCE

CDR Bourne impacts performance and appraisal systems throughout the Fleet while seeking "a single solution that works for everyone in the Navy"

"When we developed the Human Performance Feedback and Development (HPFD) system, we wanted to provide our Sailors with the best - a world-class human resources management system that not only meets but exceeds the most sophisticated systems used currently by Fortune 500-level organizations," said Navy CDR Mark Bourne.

"The idea was to put counseling and mentoring into a Sailor's life in realistic, comprehensible terms. This allows for graduated growth, rather than overwhelming a Sailor regarding the many areas in need of development. Now the supervisor and Sailor can take the performance appraisal process slowly."

The HPFD, a list of well-researched criteria that served as the basis for the Navy's 5 Vector Model (5VM), has long been Bourne's professional labor of love. His work on the HPFD may now be recognized as the antecedent foundation for the Navy's 5 vector Model (5VM), a personal career

management tool that helps Sailors excel both **Personal Development, Leadership, Certifications, Qualifications, and Performance.**

In March 2002, while working under the direct guidance of **VADM Gerald L. Hoewing** at the Naval Personnel Command (NPC), CDR Mark Bourne was assigned to work on the team responsible for the creation of the Navy's performance vector.

After three years, senior leadership decided they wanted continuity as an integral part of the work associated with the performance vector, and Bourne was tasked with a mission to "Institutionalize the performance vector at the HPC."

"They felt it was finally time to flesh out all of the requirements of the performance vector," Bourne said. "My tasking was to develop an advanced algorithm using 5VM" because we needed to find a single solution that work for everyone in the Navy."

The task of developing the Navy's performance appraisal system was no small feat. Some fundamental questions were raised during the rudimentary stages of the team's work, and Bourne and his colleagues were responsible to the leadership and the Sailors for timely and satisfactory responses to the inquiries concerning the new performance appraisal system.

Among the many questions asked, the most critical ones were focused on applicability (validity and reliability) and

accessibility of the new system. Stakeholders wanted to know how well the system was designed to interface with humans and their connectivity. They also wanted some certainty regarding the system's reliability to work both ashore and afloat.

Bourne noted that the Navy's successes with the HPFD and 5VM, as well as their continued evolution, are a direct result of the unrelenting encouragement and support given by senior leadership.

"Our work with HPFD and the 5VM stems from CNO Clark's vision that started with Task Force EXCEL for Excellence through Commitment to Education and Learning (TFE). TFE was responsible for overseeing the implementation of the pilot programs that are designed to enhance and strengthen the Navy's training and education structure," Bourne explained.

He further stated that, "An entire generation of Naval Leadership embraced the CNO's vision to revolutionize Navy training.

It was because of that support that we've been afforded opportunities to conduct groundbreaking and transformational work."

"We are able to permeate all levels…it was not overnight, but the vision of transformation has been communicated over time and is finally reaching the Deckplate." Bourne stated that this is a result of ADM Clark's desire for everyone to see that the Navy, as an institution, could do better for its Sailors.

Much of Bourne's work on HPFD and the 5VM was conducted during his tenure at the Human Performance Center (HPC) at Dam Neck, Virginia. "While working as the Human Capital Technology (HCT) Directorate Head at the HPC, my mission was to institutionalize the performance vector."

According to Bourne, there were three major areas linked to his HCT team's work on the performance vector. Those areas were: performance management, performance appraisal, and 5VM advancement.

Each focus area was integrally connected and centered on Navy leadership's current emphasis on 5VM advancement in their effort to bring Sea Warrior to life. His work included usability testing, performance management, and performance appraisal assessments.

Bourne stated that this [the performance vector] is now exclusively his work. "We should have a prototype ready for review in October 2006. This summer we will

Shipyard Training Delivery

The Det at the Submarine Learning Center presented its final report for the Shipyard Training Delivery project on 22 August. The project arose out of ships in the Portsmouth Naval Shipyard (PNSY), Portsmouth, NH spending large sums of TAD money for crew members to attend required training. Many of these courses are TYCOM required and are taught at distant training sites such as Groton, Norfolk, Virginia Beach, Pensacola and Kings Bay. Additionally, the crew members are unable to support watch bill requirements while on TAD travel.

The project goals as written in the Shipyard Training Delivery Plan of Action and Milestones are to identify all potential resources for training delivery and recommend interventions for cost effective training as required to submarines at PNSY, and, collect and review relevant research to identify learning strategies to most effectively achieve the objectives. HPC personnel interviewed shipyard units command leadership, and determined all courses required to accomplish mandatory training and manning goals prior to returning to full service.

The det is working with COMSUBLANT/COMSUBGRU TWO to outline "way-aheads" addressing implementation of recommendations and intervention management. COMSUBLANT is in the process of having a group of reservists in Norfolk review training requests to determine exactly where training dollars are being expended. The det will continue to follow up with

COMSUBLANT/COMSUBGRU TWO on an ongoing basis (approximately every two weeks unless COMSUBLANT/COMSUBGRU TWO initiates contact beforehand) to keep abreast of intervention and implementation actions, and to provide assistance as required/requested. We will report the progress back to you as it occurs.

The length, location, travel expenses and per diem information were collected for identified training courses; courses that could not be easily formatted into a distance learning methodology were not considered. Actions were taken to implement and advertise the availability of a Video Tele-Training (VTT) lab at the shipyard location; VTT managers were notified and placed in contact with key personnel at the shipyard, and training delivered. The results of investigation have been briefed to the leadership of Naval Submarine Support Command (NSSC) concerning the projected amounts for travel and per diem of approximately $6.5M, future possibilities and current cost-savings realized are approximately $50K to date. The det's recommendations include that shipyard units conduct more in-depth review of Submarine Readiness Manual (SRM) needs, request that instructors be sent TAD to shipyard, shipyard units coordinate and combine training sessions to meet SRM requirements to save time and funds.

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Diversity Project

The Det at the USNA has been working the Diversity Project as a top priority. It appears that the effort will be a two phased project. The immediate effort is primarily a Science of Learning initiative that will incorporate the results of the CNP CONOPS Phase I review into leadership training. The goal is to revise the Command Leadership Course (Command Leadership School, Newport) by October 1, 2006 and all other courses by December 31, 2006. The HPC deliverables to support that goal are:

1) Science of Learning input to curriculum changes curriculum changes- due August 31st.

HPC N3 Director, Ernie D'Antonio, LtCol, USMC(Ret) with his daughter, Ensign Claire D'Antonio during her Commissioning Ceremony.

On July 28th, Claire D'Antonio graduated from Officer Candidate School (OCS) as part of Honor Class 15-06 following an intensive 12 week program. Gunnery Sergeant Jones USMC was the class drill Instructor
Oo-rah!

Ensign D'Antonio is a 2004 graduate of Embry-Riddle Aeronautical University majoring in Aeronautical Science and Business. In addition to her rating as a private pilot, she holds the following FFA ratings: commercial, multi-engine land, and instrument. Prior to joining the Navy, Ensign D'Antonio was an instructor pilot and has over 650 hours of flight time. She is undergoing training as a Naval Aviator and wants to fly F-18's.

VOLUNTEER EFFORTS

The N3 Detachment Manager, Don Barrett, volunteers for the Reading Enriches All Children (REACH) Foundation. REACH provides literacy services to underprivileged children. Their program provides a read aloud literacy program in nine South Hampton Roads homeless and domestic violence shelters. These shelters are located in the cities of: Chesapeake, Norfolk, Portsmouth, Suffolk and Virginia Beach. 80% of the families served are in the shelters as a result of domestic violence in the home. 100% of the families served fall below the poverty line. In 2004, over 500 homeless children participated in REACH Read Aloud Sessions. They all received new books and school supplies as part of the program. REACH distributed 450 tote bags filled with school supplies to the participants. On average, each child that participated in REACH received 12 new books to form their own home library. You can find out more about REACH at: www.reachnkids.org

The **American Society of Military Comptrollers (ASMC)** certified **Kimberly Hogwood** as a Defense Financial Manager (CDFM) on June 30, 2006.

The **ASMC,** a professional society under the Financial Management and Comptroller for the Assistant Secretary of the Navy, provides courseware and professional development for comptrollers throughout the military and government.

Kim, the HPC's Acting N8 Director, began preparing for her certification in January 2005. Her program of study was comprised of a three-part series of modules.

The rigorous curriculum covered a full spectrum of complex subject areas comprised of topics in resource management, budgeting, cost analysis, accounting and finance.

Kim's certificate was the 3, 376th CDFM issued in the federal government.
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Tom King received a position as a **Management Analyst** with Naval Network Warfare Command (**NETWARCOM**). His immediate role will position him in the command's HP det working with Scott Glover.

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Diversity Project Cont'd…

2) White Paper discussing means to accomplish an effects-based evaluation of diversity initiatives - due August 31st. A meeting was scheduled at Annapolis on August 15th with CNP N14, HPC N2 & N72 representatives, HPC USNA Detachment personnel, and CLS personnel discussed deliverables and the road ahead. We anticipate that as a result of these efforts, there may be a follow on HPI project.

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conduct mock election boards and compare the data elements in the current Final Multiple Score (FMS) system to that in the 5VM advancement system, and subsequently carry out an in-depth statistical analysis of all the variables to determine the outcome of each program." Bourne said.

As the team lead of 12 primary participants, Bourne is the only full-time staff member on the team. "The others have been placed as collateral duty. We have three other major team members: Bill Adamo, who serves as the HPC's Human Capital Technology (HCT) directorate head); Dr. Wally Borman, our research expert from the Personnel Decision Research Institute (PDRI), the nation's leading authority in performance psychology; and Dr. Mark Butler, from San Diego State University, an expert in organizational development."

Bourne emphatically stated that SWEP's goal is to complete their prototype and have it implemented. "We can come up with the best solutions, but if we can't implement them, then none of it has been very helpful. We need to find a single solution that works for everyone in the Navy"

Early in his career, CDR Mark Bourne, Ph.D., sought a way to give back to his country. He believed, as a two-time recipient of full scholarships to the University of Missouri-Columbia, he would need to give back to those who had so greatly contributed to his successes.

Upon his graduation from the University of Missouri on August 7th, 1992, Bourne, with his Ph.D. in Experimental Psychology in hand, followed in the footsteps of several family members, and signed on for a lifelong career in the Navy.

There was little downtime after his graduation. As a matter of fact, the day after he graduated, Bourne reported to Officer Indoctrination School (OIS) in Rhode Island.

Bourne's work in the field of research began with the Naval Health Research Center (NHRC) in San Diego in September 1992 and lasted for 33 months.

He then went to the Navy Medical Quality Institute (NMQI) in Bethesda and Naval School of Health Sciences (now NMETC) to teach courses in introductory methodologies and statistics.

"The work there was centered on Total Quality Leadership (TQL)—process control and design, which was significant during that time." He believes that he found success as an instructor at NMQI by drawing upon his experience from his graduate coursework in methodologies and statistics.

Bourne's initial field of graduate study, while attending Temple University in Philadelphia, was Education with a concentration in Counseling. Interestingly, while working towards his first graduate degree, Bourne realized that applied research was his sole area of interest, moving away from his foundation in academic research.

After completing several courses in experimental psychology and statistics, he recognized the lack of empirical certainty present in counseling and was pulled in the direction of experimental psychology and statistics.

"I realized that most research and observations were not based on all data available. So much of the work was based on subjective perceptions of the subjects being studied. I recognized my inherent interest at that time for objectivity and the credibility that numbers lent to the realm of research and development."

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Jill Wooten, N1 Coach/Orlando, will facilitate a webinar on 7 SEPT. The session will focus on building successful customer relationships, as well as consulting skills. Co-facilitating with Wooten are Aaron Bolin, Janet Glover, and Kate Harker (tentative). The session will provide employees with a Q&A opportunity with the presenters, and will further focus on maintaining customer relationships, new business development, and review the command's professional development library.

HPC Elevator Speech

In an effort to establish continuity of our command's mission and purpose, the HPC Elevator Speech has been printed below for your review:

The focus of the Human Performance Center is on **performance improvement**: identifying and removing all factors that could prevent a Sailor, a team, a unit, or an organization from achieving its highest level of performance.

The Navy's Human Performance Center addresses performance deficiencies by analyzing the tasks, individuals, processes, policies, environment and the organization to diagnose the performance system and starting with a performance requirement rather than a solution, the HPC can apply the Human Performance Improvement (HPI) process to precisely identify root problems. For example, HPC analysts discovered there were no standard performance requirements for Air Intercept Controllers (AIC) and supervisors.

Therefore, training alone could not achieve a consistent performance level throughout the Fleet. The HPC analysts recommended proficiency levels be established that match mission needs. Then, the appropriate training could be developed to meet those performance requirements consistently throughout the Fleet.

The Human Performance Center looks at all these variables, identifies the root cause of performance deficiencies, makes recommendations to the customer to remove the barriers, and provides a mechanism for feedback and continued process improvement.

INSPECTOR GENERAL'S UPDATE…
~KARL NICHOLS~

HPC 'NEED TO KNOW'
The U.S. Privacy Act of 1974

"In accordance with the Privacy Act of 1974…"
Chances are you have heard this common phrase more than once in your government or military career. But if someone were to ask you to define Privacy Act, would you be able to give a correct response?

All Executive Branch Agencies are required to follow certain procedures when collecting personal information, creating and maintaining data bases containing personal identifiers and disseminating information containing personal data. Safeguards through the Privacy Act have been established to protect personal information stored in any system or group of records. You have rights as an individual: you are allowed to review records about yourself and to amend your personal records regarding factual information that may be in error.

The Department of Navy (DoN) and individual DoN employees (including contractors) have responsibilities under this Act.

Penalties may apply if individuals or departments do not follow the rules for protecting privacy information. Each DoN employee plays a vital role in assuring that the DoN complies with the provisions of the Privacy Act. For more information on the Privacy Act and DoN's role, visit: http://privacy.navy.mil/.

PRIVACY ACT DOS AND DON'TS

DO:
- **Mark privacy records appropriately, for example, "FOR OFFICIAL USE ONLY – PRIVACY ACT SENSITIVE"**
- **Question suspicious behavior.**
- **Use sealable opaque solid white or Kraft envelopes. Be sure to mark the envelope to the person's attention.**
- **Contact the appropriate channels in your chain of command if you have a concern about a privacy act issue – HPC IG/Command Evaluation 757-492-0790.**

DON'T:
- **Collect personal data without proper authorization**
- **Distribute or release personal information to other employees unless you are convinced that the release is proper.**
- **Be afraid to challenge anyone who asks to see Privacy Act information for which you are responsible.**
- **Maintain records longer than permitted to do so.**
- **Destroy records before disposal requirements are met.**
- **Place unauthorized documents in records systems.**
- **Commingle information about different individuals in the same file.**
- **Use interoffice or translucent envelopes to mail Privacy Act protected data.**
- **Place "PPI" on shared drives, multi access calendars, the Internet or Intranet.**
- **Create systems of records on your computer, or in your files without first contacting your Privacy Act Official - HPC IG/Command Evaluation**
- **757-492-0790.**